

THE GEORGE WASHINGTON UNIVERSITY

ANNUAL REPORT

OF THE

PRESIDENT

January 11, 1911

WASHINGTON, D. C.
PRESS OF JUDD & DETWEILER, INC.
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OFFICE OF THE PRESIDENT,
THE GEORGE WASHINGTON UNIVERSITY,
WASHINGTON, D. C., January 11, 1911.

*To the Chairman
of the Board of Trustees,
George Washington University.*

SIR: On the 12th of July, 1910, Dr. Needham, the President of the University, having been granted a leave of absence, I was authorized by the Board of Trustees as Acting President to perform all the necessary and proper acts and functions of President by the title of Acting President.

I had been previously engaged in preparing a reduced budget for the University based upon its greatly reduced income. This forced both a reduction of salaries and a curtailing from the list of instructors of those whose salaries could not be met from the probable income of the University. This reduction involved the abolition of the Division of Architecture and of the Women's Building, as well as that of the position of Dean of Women.

In the meantime an investigation of the financial condition of the University had been initiated by the Attorney General of the United States at the instance of the House of Representatives, which investigation was continued by the examiners from that office until the 15th of November. The two separate reports made to the House of Representatives accompany this report and will be found appended, the preliminary report under date of June 2d, 1910, and the final report under date of December 6, 1910.

Final negotiations for the sale of the property at the corner of 15th and H Streets N. W., including the Law School Building and lot, were begun on June 29, 1910, with Mr. S. W. Woodward, for the sum of \$550,000. These negotiations were

brought to a close and the sale effected October 25, 1910. By this sale the University was relieved of the incumbrance of \$450,000 upon its property and the major portion of its floating debt.

The tentative budget for the year 1910-11 was presented to the Executive Committee of the Board of Trustees by the Acting President, July 22, 1910, and by the Committee adopted as such at that meeting. This budget, which with some amendment was finally adopted and put in force, applied to all Departments of the University except Law, Medicine, and Dentistry and the affiliated colleges. The Departments of Law, Medicine, and Dentistry, including the University Hospital, has for the year mentioned a separate financial autonomy.

The reduction in the teaching staff in all the Departments of the University, which was accompanied by a general reduction of salaries, amounted to ten professors, three assistant professors, one instructor, three lecturers, one Dean of Women, one assistant, and one student assistant.

The total saving estimated by the budget of this year over that of last year is, excepting the Departments mentioned above, \$43,159.80. This saving is mainly due to the elimination of interest charges.

The total amount saved in the salary list of this year for the Departments of Medicine and Dentistry, including the University Hospital, is \$3,583.75; for the Department of Law, \$6,343.47.

The sale of the property at 15th and H Streets, requiring the removal from the buildings placed thereupon, the moving began in August and continued in September. The Law Department was moved to and installed in the upper floors of the New Masonic Temple, which were rented for a period of three years; the College of Arts and Sciences, with the exception of the instruction in History, was moved to the group of buildings on I Street near 16th Street, which was rented for a period of one year, with the privilege of extension for three years; the Engineering College and the Teachers' College

still remaining in these premises. The Chemical Laboratory was moved to the Medical School Building, and the Department of History to the building occupied by the College of Political Sciences. There being no room for the machinery, etc., of the mechanical laboratory of the College of Engineering; a stable was rented for its storage, at the rate of \$360 per annum.

In order to properly install the Law Department and the College of Arts and Sciences, very considerable alterations had to be made in the upper floors of the Masonic Temple and in the group of buildings on I Street. Although this had to be done in a limited space of time to allow the moving of the plant of these Colleges, I am glad to say that this was successfully accomplished. Great credit was due to the Treasurer of the University, who acted as the business agent of the University in making the necessary arrangements by the time scheduled for opening.

The academic year of the University began in all Departments on Wednesday, September 28, 1910, and on the following Saturday the registration in all Departments was 798, slightly in excess of the previous year at the same time.

On Monday, January 9, 1911, the last enumeration shows a total registration of 1,177. It must be borne in mind that the Division of Architecture has been abolished, and in counting the students in Graduate Studies a differentiation is made by not including those whose courses still continue, but who are not during this year actually in attendance. Considering the critical state of the University in the summer, this registration is gratifying, especially as the number of scholarships and the number, also, of free tuitions have been reduced.

On account of the number of delinquent students found from the reports of the Treasurer for previous years, regulations were formulated and adopted by the Executive Committee and the Board of Trustees to promote regular payments of tuition, including a method of bonding to apply to tardy and delinquent payments. These regulations will be modified as experience dictates.

The Fall Convocation was suspended this year, and instead of a public function the degrees were conferred by the President in his office on the 18th of October, 1910, viz., one Bachelor of Arts, one Bachelor of Laws, three Masters of Patent Law, and three Doctors of Medicine.

A bequest of \$9,583.33 was received in November from Miss Ellen Woodbury, lately deceased, for the University Hospital for the purpose of defraying the expenses of the reception and treatment of female patients. This has been duly invested as an endowment fund for the above purposes.

On the 30th of November new by-laws for the Government of the Board of Trustees were adopted, and on December 22 a new educational ordinance was submitted to and approved by the Board of Trustees. These have been printed for the use of all concerned.

I submit with this report the annual report of the Treasurer of the University for the year ending August 31, 1910, audited by Mr. William A. De Caidry, then auditor. This report was withdrawn from issue; but, as there seems to be no doubt of its correctness, and as the report is regularly audited and the figures conform to those found in the Attorney General's report, I submit it for the consideration of the Board of Trustees. There is no other financial report beyond that of the Attorney General in readiness or necessary at the present time.

The next report from the Treasurer will be the annual report provided by the new by-laws to be laid before the Trustees at their meeting in October.

The reports from the different Departments, Colleges, and Schools are submitted herewith and I trust will receive the consideration they deserve from the Board of Trustees. I shall herewith make a review of them, giving proper respect and deference due to the views of the different deans, some of whom have grown gray in the service of the University during its changes and vicissitudes.

SCHOOL OF THE GRADUATE STUDIES.

Were it not for the peculiar advantages afforded by this capital city I would feel somewhat discouraged at the progress and present state of this school. However, Dean Munroe, who has been given the duties of the Dean of this school, says:

The more costly necessities for graduate work, such as specialized libraries, museums, and laboratories, became organized or developed by the Government within easy access of the University buildings. Through the operation of Civil Service examinations, a selected body of earnest college-bred men and women, many of whom were desirous of specializing in advanced studies, were brought to this city, and finally, on April 12, 1892, by joint resolution of Congress, the facilities for research afforded by the governmental collections in Washington were made accessible, under proper restrictions, to scientific investigators and to students of any institution of higher education in the District of Columbia.

This action by Congress added so greatly to the resources of the University that the matter of devising means by which the latter might justify its title and meet its obligations by offering graduate courses leading to higher degrees was carefully considered and a plan canvassed in the community with such result that the School of Graduate Studies was organized and began operations at the opening of the academic year 1893-94. It has continued work ever since and is therefore in its 17th year of existence. The determining factor in this movement was found in the approval it met with from university-bred specialists, who had been attracted to Washington in considerable numbers during the last quarter of the 19th century, when the Government applied the policy of placing its problems in the hands of men of proven skill in the use of scientific research methods for solution, since many of these eminent specialists were willing to co-operate with the professors of the University in conducting the work of graduate students. Moreover, they were so interested in the result that they consented to serve on conditions that were quite within the capacity of the University to meet. * * *

The first step is in the releasing of the men of graduate capacity on our faculties from an overburden of undergraduate work. I cannot speak too strongly on this point, for it is fundamental. The work cannot go on unless there be a nucleus

of professors conducting it whose first duty is to the University. We must have the corps of ordinary professors to which the body of extraordinary professors is attached. * * *

I cannot be too strenuous in urging in the interest of the University that these and other of our faculties be released from a larger part of their undergraduate duties, and in doing so I earnestly believe I am advocating that which will increase the efficiency of the undergraduate quite as much as the graduate work. I therefore specifically recommend that to improve conditions in the graduate faculty the number of instructors in the undergraduate faculties be increased, and that the professors thus released be expected, and the instructors appointed be encouraged, to engage in research and publication, and in the direction of research students.

THE COLLEGE OF ARTS AND SCIENCES.

The total registration of this college November 21, 1910, was 247, in comparison with 286 of the previous year, November 22, 1909. This loss is due to an extent to the discouraging influences of the critical financial state of the University during the past year, and probably in some measure to the expected contraction of work through the loss of men on the teaching staff, due to the methods of economy which were absolutely necessary. The integrity of the curriculum, however, has been sustained, this being due almost entirely to the fidelity and self-sacrifice of the remaining members of the teaching staff. With respect to the relations of this college with the educational affairs of the District, I can do no better than to quote from the report of Dean Wilbur. He says:

Seven per cent only of our students come to Washington primarily for their education. This shows that the College of Arts and Sciences is ministering to local needs in higher education. The stability of our student body, notwithstanding all the disquieting influences in University affairs during the past year, shows also that the educational service we render is the primary and controlling relation that we bear to the community. Our constituency is a natural one in that we supply educational opportunities not otherwise afforded in the District of Columbia. It is peculiarly our own, also, in that it would not seem to interfere appreciably with the constituency of any

institution of higher education outside Washington. The most of those who are pursuing college courses with us would not be able to get them at all if we did not offer these courses. It is not surprising, therefore, that the discussion of University affairs in the District leaves the educational work of the college comparatively unmoved. Nothing but the actual curtailment of study is likely to have a direct effect upon our registration.

Besides the needs as to the teaching staff, common to most of the Departments of the University and concerning which I will speak of later, a pressing need in this college, as well as in all in which Chemistry is taught, is more laboratory room. The ordinary resources of the University will not be able to fully provide this need, but it may be well worth mentioning here as presented to the Dean of the College as an imperative need by the able head of the Department, Professor Munroe.

THE COLLEGE OF ENGINEERING AND MECHANICAL ARTS.

The attendance in this college is the same as during last year, amounting to a maximum of 173 students. This college has lost more materially by the contraction of the University and the sale of the building at 15th and H Streets than perhaps any other one. The engineering laboratory and shop formerly contained in the basement of the old University Hall could not be placed in any building now used by the University, and hence had to be broken up and the machinery stored in the stable rented for that purpose.

The re-establishment of this mechanical laboratory upon one of the vacant lots now owned by the University and lying idle, and which, if it should be necessary by the terms of the gift, could be rented at a nominal sum for educational purposes, would solve the most pressing need of this college. With a total sum of \$15,000 we could construct the necessary laboratory building, install our present machinery, and provide such additional machinery as would make it possible to give proper laboratory and shop courses. If this or some similar means cannot be adopted we must discontinue our courses in Mechanical Engineering.

THE TEACHERS COLLEGE.

The Teachers College shows an increased registration this year. It fills a much needed place in the District, supplementary to the Normal Schools of the District School System. An expansion of this college would result in increased attendance and usefulness. During last summer earnest efforts were made to demonstrate the great utility and need of this college to the community by various interested outside organizations. So long as the college maintains itself as well as it has done this last year, every reasonable effort will be made to sustain and develop the institution.

THE COLLEGE OF POLITICAL SCIENCES.

The College of Political Sciences is the last organized college in the University and occupies a unique situation in the community and country at large. Its aim is to offer systematic instruction in the various branches of the political sciences. It proposes to give a training that will fit certain of its students for consular and diplomatic positions and for the public service of the United States of America, at the same time imparting that general culture necessary for efficient citizenship and an intelligent grasp of public questions. To no form of government is this more important than a republican form like our own, as those who instruct or lead the people should in turn be sufficiently instructed to do so properly.

The total registration during the past semester amounted to 71 persons. This is considerably in excess of the number registered last year. The Dean of this college, which now has a teaching staff of ten persons, reports that the course of instruction printed in the catalogue for the current year is being satisfactorily given and upon a reasonable basis of efficiency. He states in his report that in his opinion the work of the College of the Political Sciences, if properly done, will never be self-supporting, and that either current subscriptions or endowments must be had if good courses are to be maintained.

The lectures of Prof. James Brown Scott upon International Law, valuable alike from their importance and his own official experience, are generously given without compensation.

Dean Willis, in closing, says:

I wish to express the confidence I feel in the character of the work that is being done in the College of the Political Sciences and in the genuine appreciation and need for it which exists among our student body. I believe there is a large field for such work in Washington, and that this city is probably a better point for the maintenance of instruction in political science than any other in the country. We have no competitor in the field, and none now seems likely to enter it in the near future. The question what we shall do with the opportunity afforded to us is therefore open and entirely in our hands for settlement.

THE DEPARTMENT OF LAW.

"The condition of the Department of Law," says Dean Lorenzen, in his annual report, "is full of encouragement." The new quarters in the Masonic Temple have proven in every way satisfactory. The registration for this year shows an increase over last year, having a total of 340, with a present net registration of 316. The work of the Department started promptly at the opening of the term, and has been faithfully carried out to the present writing.

This law school, with its high standards, leads, in my opinion, all others in the District, and every exertion and self-denial should be made to maintain its high position as a day school. A large portion of the students come to school late in the afternoon, but the standards are measured by the morning classes rather than by those of the later period. It is on the whole the largest and most successful school of the University and assists materially in meeting the expenses of administration, which are so vital to the University organization. Under the present Dean and Faculty I look for no backward step in the maintenance of the high character of the Department. While I say this I am in duty bound to recognize the losses by the resignations of Mr. Justice Harlan, Dean Vance,

and Professor Thurston from the faculty. That of Justice Harlan marks a period almost historical in its character, as his long connection with the faculty and the Law Department and his devotion and fidelity to the University have been shown in many anxious and critical periods. It gives me pleasure to speak of the past connection of Justice Harlan with the University and Law Department, as I do it as a matter of justice and without the privilege of his personal acquaintance.

It is expected next year to be able to replace some, if not all, of the losses made by the resignations above referred to, and to strengthen the existing distinguished faculty by able if less experienced instructors.

THE DEPARTMENT OF MEDICINE.

The Department of Medicine has shown an unexpectedly good maintenance in its number of students and very satisfactory progress in all branches of its administration. By a close personal inspection made recently I have assured myself of the great improvement made in the conditions of the school and Hospital, especially the latter, which bids fair, so far as the funds within its control permit, to be a model hospital in the District. The mutual effect of a teaching staff of high professional standing upon a well-conducted hospital and the stimulating effect of such a hospital upon the faculty and students of the school is apparent, even to the lay mind in this case. The proposed improvements in the Medical and Dental plants of the Schools and Hospital may be carried out at least in part during the coming year, and are rendered possible only by a self-denial on the part of the faculties of both schools.

Under the present Dean, whose previous service in the U. S. Army naturally led us to expect the efficiency which he has displayed, I look forward to constant progress in the development and maintenance of the standards now existing in the Medical School, while the administration of the Hospital appeals to those charitably inclined by presenting an object in every way worthy both as a benevolent institution and an in-

strument for advancing the skill of a profession to which we all as human beings have to appeal sooner or later. Already in the present year some bequests have been received, and its present state of efficiency justifies the expectation of more.

COLLEGE OF PHARMACY.

I am glad to report that the improved standards of the College of Pharmacy have been maintained. This college was founded in 1872, and at its opening the classes were composed of students who entered for the first time, and of others who had been referred to the College by the Medical Department of Columbian College, which at the same time discontinued its chair of Pharmacy. In 1906 it became by affiliation and separate charter a member of the educational system of this University. This affiliation and the demand for higher educational standards from the Pharmaceutical Association required an increase of the educational requirements of this college which has been complied with.

From the records of the Board of Pharmacy of this District, an independent examining body of high reputation appointed by the Commissioners of the District, it is shown that of the graduates of this college who have been examined eighty-seven (87) per cent were found qualified and received their licenses, a very favorable comparison with other colleges.

By a personal inspection on my part I found the equipment for instruction in a satisfactory condition and the supplies and material for laboratory work, if anything, in excess of what is required.

COLLEGE OF VETERINARY MEDICINE.

The College of Veterinary Medicine shows an increased attendance this year. It was organized under Section 2 of the Act of 1905, and as an affiliated college was chartered in 1908. Its financial autonomy prevents it from being a weight upon the University, and if the Morrill Acts become available it will be a useful part of the Agricultural College.

It gives me much pleasure to state that as a result of the sale of the property at 15th and H Streets at a price above what had been offered by several persons during the past two years, and by placing a non-interest-bearing deed of trust upon the property of the University in H Street near 14th Street, the indebtedness of the University has been practically eliminated and its financial condition improved to an extent beyond that existing for many years. The methods followed in disentangling the affairs of the University, as well as an account of the obligations that had been accumulating for many years, are given in the reports of the Attorney General to the House of Representatives, December 6, 1910, published as Public Document No. 1060, 61st Congress, 3d session. That of November 15 gives the resolutions for cancellation of certain subscriptions whose objects no longer exist. It is the intention of the Board of Trustees to present matters concerning the future to the consideration of these former subscribers with a view to obtaining an action favorable to the immediate wants of the University. No change, however, in the financial policy of the University as adopted in the past summer is proposed or intended.

In closing this report, I wish to speak in a general manner of the question of the salaries of the teaching staff of the University. The income of the University is still almost entirely derived from the tuition of students. The previous indebtedness bore an interest which had either not been defrayed, or, if so, only by loans or the use of the principal of various funds until they were exhausted. Even with the reduction of salaries and of the teaching staff a comparatively small yearly deficit still exists. It is hoped and expected that this year and in the immediate future the subscriptions so generously transferred from those made for other objects as well as new ones for the direct purpose will cover the deficits. A gradual increase in these amounts will permit a restoration of salaries, and a slight increase of the teaching staff. These needs are the great immediate needs of the University. The University can, as it does in part, exist in rented buildings, but it must have an

efficient staff of teachers. The increased cost of living makes of itself an automatic reduction in the salaries of the instructors; to this has been added the reduction forced upon the President and the Board of Trustees by the limited income from tuition, never enough unaided to cover expenditures.

If this community has the civic virtue and desire to educate those among them who give on their part the cost of tuition or win it by scholarships, it will endow professorships and meet the deficit in the running expenses of the institution until the University reaches a safe financial basis and attains a position worthy of the only non-sectarian institution of the kind in the capital city of the nation.

Respectfully,

C. H. STOCKTON,
President.